



**ASEAN AUSTRALIA DEVELOPMENT COOPERATION PROGRAM (AADCP)
PHASE II**

**TERMS OF REFERENCE
FOR
*Development of the ASEAN MRA-TP Work Plan 2017-2020***

The ASEAN Secretariat and the Australian Government, through AADCP II, invite applications from consultants for the above-referenced project.

I. Background

The ASEAN Tourism Ministers (ATM) signed the Mutual Recognition Arrangement on Tourism Professionals (MRA-TP) on 9 November 2012 aiming at facilitating the mobility of tourism professionals within the region. In 2010, the ATM endorsed the MRA-TP Follow-up Implementation Requirements 2010-2015 covering the plan to establish MRA infrastructure and capacity development for members of related organisations under MRA-TP at the regional and national level. Several projects and activities were carried out under this Plan, including, among others, establishment of 242 toolboxes for all divisions under MRA-TP, establishment of pool master trainers and master assessors, the conclusion of Regional Secretariat of MRA-TP agreement, and finalization of the ASEAN Tourism Professionals Registration System (ATPRS).

With most of the necessary regional infrastructure is in place, implementation of MRA-TP is now facing new challenges in operationalizing the instrument. Supporting Regional Secretariat of MRA-TP, maintaining and updating regional infrastructure, increasing the “buy-in” of MRA-TP, enhancing quality assurance of MRA-TP and recognition of prior learning mechanism are among those challenges faced at the regional level. While, at national level, challenges are also faced particularly on national regulations, establishment of national trainers and assessors, and certification mechanisms. There is a need to assess the progress of implementation to date and systematically identify these challenges, identify risks and opportunities, and develop a well-informed, results-oriented work plan that will guide the ASEAN Tourism Professional Monitoring Committee (ATPMC) in taking strategic actions to promote implementation of the MRA-TP.

In the center of these challenges are the utilisation of the ATPRS and the operationalisation of a self-sustaining Regional Secretariat, which will be in charge for coordinating the overall implementation of the MRA-TP at the regional-level and the management of the ATPRS. Recognizing this, a Feasibility Study of the Regional Secretariat was conducted in 2012 to identify the most feasible business/operational model of the Regional Secretariat. The Study recommended a governance and management structure of the Secretariat and identified a number of revenue generating sources that would sustain its operations. This revenue generation will be facilitated through the ATPRS, organizing of trainings for master trainers and master assessors, consultancy, and events, among others.

Based on the feasibility study, it can be surmised that the success of the MRA-TP implementation, including the effective functioning of the Regional Secretariat, lies on implementation of provisions stipulated within MRA-TP agreement, the Agreement on the Establishment of the Regional Secretariat for the Implementation of the ASEAN MRA-TP, and stakeholders' capacity and willingness to address the identified barriers.

At this point in the MRA-TP implementation, it is considered prudent to take a snapshot of the implementation and progress in addressing the identified barriers, identify new opportunities and risks, and draw up the 2017-2020 Work Plan based on the findings.

The new MRA-TP Work Plan will be developed based on evidence. It will be informed by analyses of results achieved by the use of existing instruments as part of current implementation of the MRA-TP, by the changing regional and national context and conditions, and by the perspectives and ownership of key stakeholders.

This project will have two outputs: a) the ASEAN MRA-TP implementation review, which will assess current progress in the implementation of the MRA-TP, test assumptions, capture relevant context, identify risks (magnitude and impact) and opportunities for achieving success, and propose resolutions to address identified risks, blockages and barriers; and b) the ASEAN MRA-TP Work Plan 2017-2020, that will specify strategic actions, recommend the best approach in implementing those actions, and provide a mechanism for monitoring progress and make decisions throughout the Work Plan implementation.

II. Needs and Objectives

The goal of this project is to support achievement of ASEAN MRA-TP objective, which is to recognise skills and qualification of tourism professionals across ASEAN member states in order to facilitate the mobility of skilled tourism labour.

It is expected that by mid-2018 ATPMC is able to manage implementation of ASEAN MRA-TP at the regional and national level in a strategic, results-oriented, and well-informed manner.

III. Outputs

The outputs of this project include the following:

1. ASEAN MRA-TP Implementation Review will

- Test the assumptions underlying the current operational model of the MRA-TP implementation;
- Assess progress and structures relevant to the MRA-TP implementation at regional and national level, including mechanisms, rules, regulations, practices as well as identification of stakeholders;
- Assess the extent to which ATPRS has been utilised to date, by whom and for what purpose, and to what extent this is meeting the objectives of the MRA-TP;
- Assess the strength of the quality assurance system to ensure consistency and integrity of the MRA-TP mechanisms and the use of the ATPRS;
- Gauge the perception and level of interest of the hotel and tourism industry, the tourism education and training institutions, and the tourism professionals, as well as other potential stakeholders in adopting the MRA-TP mechanism;
- Assess the level of government support for promoting implementation of the MRA-TP including support to tourism education, training, certification, and labour mobility;
- Identify various factors, trends that may pose risk or present opportunities to promote the take up of the MRA-TP mechanism and maximum utilisation of the ATPRS; and
- Conduct assessment of identified risk to determine their magnitude and impact as well as to identify resolutions to address them.

2. The ASEAN MRA-TP Work Plan covering both regional and national level for 2017-2020.

Based on the result of the Implementation Review, the Work Plan will:

- Identify realistic and required outcomes for the implementation of the MRA-TP within the 4-year timeframe. The outcomes should include, among others, the existence of (a) a sound framework for quality assurance of trainings and assessments; (b) a mechanism for sharing best practices and experiences in MRA implementation, (c) tangible increase of access to employment opportunities for ASEAN Tourism Professionals; and (d) a sustainable self-financing mechanism for the Regional Secretariat based on the current progress and outcomes of the MRA-TP instruments. The business model should be market tested and financially justifiable from a business perspective. It is recommended that the business model is developed using a recognised/standard framework for business modelling;
- Update the operational model for the Regional Secretariat as necessary, including governance structure, management structure, as well as technical and resource requirements;
- Update stakeholders' tasks and responsibilities in the implementation of the Work Plan, including the Regional Secretariat, ATPMC, ASEAN Secretariat, Tourism Professional Certification Boards (TPCBs), National Tourism Professional Boards (NTPBs) and National Tourism Organisations (NTOs);
- Map out the challenges faced by each AMS in implementing MRA and provide a sound set of solutions;
- Develop overall strategy for AMS on the implementation of MRA-TP in remote areas;
- When possible, identify actions to promote women and marginalised groups' participation and support socially and environmentally responsible tourism in the implementation of MRA-TP;
- Define a monitoring and evaluation (M&E) framework, which incorporates iterative testing and decision-making mechanism as mentioned above. The M&E framework will allow systematic review and updating of the Work Plan to allow it to stay flexible and adjust to current needs and context.

IV. Tasks/Activities

The following activities will need to be undertaken to achieve the outputs presented above. The bidder should provide details on its approach to each activity in its bid and is free to recommend additional activities.

Output	Activity	Person working days	Completion Date	Person(s) responsible
1 Inception Report	Conduct initial literature review and research activities	55 working days	Week 4	Consultant Team
	Develop overall approach, detailed conceptual framework, work plan, management plan and budget			
	Prepare and produce Inception Report			
	Present Inception Report to ATPMC Leaders & Members			
	Finalise the Inception Report			
<i>Approval of Inception Report by ASEC (2 weeks)</i>				
2 ASEAN MRA-TP Implementation Review	Primary and secondary data collection through various methods including desk study, FGD, in-depth interview and surveys	175 working days	Week 12	Consultant Team
	Develop draft MRA-TP implementation review report			
	Organize Regional Workshop to present the Review and facilitate discussion for initial design of the ASEAN MRA-TP Work Plan			
	Finalise the review report based on workshop results and feedback			
<i>Approval of the final Report of the ASEAN MRA-TP Implementation Review by ASEC (2 weeks)</i>				
3 ASEAN MRA-TP Work Plan 2017-2020	Develop draft ASEAN MRA-TP Work Plan 2017-2020 through additional desk study and primary data collection, as necessary	110 working days	Week 20	Consultant Team
	Conduct Regional Workshop to present the draft ASEAN MRA-TP Work Plan 2017-2020 to ATPMC Leaders and Members			

Output		Activity	Person working days	Completion Date	Person(s) responsible
3	ASEAN MRA-TP Work Plan 2017-2020 (cont'd)	Revise ASEAN MRA-TP Work Plan 2017-2020 to incorporate inputs from Regional Workshop			
		Present final ASEAN MRA-TP Work Plan 2017-2020 to ATPMC Leaders and Members			
		Finalise the ASEAN MRA-TP Work Plan 2017-2020			
<i>Approval of ASEAN Final MRA-TP Work Plan Work Plan 2017-2020 by ASEC (2 weeks)</i>					
4	Project Completion Report	Prepare draft project completion report comprising reports of overall project activities, feedback, and recommendations for future activities	10 working days	Week 24	Consultant Team
		Submit draft report for comments and feedback			
		Finalise final project completion report			
<i>Approval of final Project Completion Report by ASEC (2 weeks)</i>					

V. Reporting

The consultant is expected to produce reports in accordance with Section III and IV above. The timing of delivery is indicative and can be adjusted when the consultant's work plan is developed, subject to mutual agreement.

No.	Reports	Target Delivery Date
1	Inception Report provides details of the consultant's approach to the project and a detailed work plan.	Week 4
2	Project Completion Report establishes a record of the project achievements against the project's original intended purpose and outputs. It is intended to assist in assessing impact, draw out conclusions and lessons learned that may be valuable in designing new related initiatives, as well as propose future activities.	Week 24

All reports will be submitted based on AADCP II Guidelines for Contractors in draft format to the ASEAN Secretariat, ICT and Tourism Division (with a copy to AADCP II) and, following ASEC approval, in final form. All outputs and reports must be suitable for publication, although the decision on publication lies with the ASEAN.

The contractor will also provide regular (monthly or as agreed with ASEC) summation of activities undertaken and issues that have arisen. These will be submitted to ICT and Tourism Division and AADCP II via email.

Financial reports will be submitted at invoicing in line with a payment schedule to be specified in the Special Services Agreement (SSA).

VI. Project Management

The project will be funded by the ASEAN-Australia Development Cooperation Program II and managed by the ICT and Tourism Division of the ASEAN Secretariat. The consultant should be responsible for organising and conducting the scheduled activities in collaboration with the host countries and the ASEAN Secretariat.

VII. Scope of Services

The consultancy will be undertaken over a **continuous effective period of six calendar months** with approximately **350 person days** of professional services. Work will commence immediately after contract signing.

VIII. Qualifications

This consultancy is open to individual bidders and consulting firms/ entities. In the proposal, bidders should describe the following qualifications:

- *Thorough understanding and in-depth knowledge of ASEAN, ASEAN Community and ASEAN Tourism;*
- *Extensive experience in undertaking performance/progress review on the implementation of the strategic plan/work plan at the regional level;*
- *In-depth expertise in business development, finance and accounting, and marketing across a range of social enterprise models or demonstrated ability to adapt experience into social enterprise sector; Experience in the design and implementation of business plans, especially for start-ups;*
- *Strong research and analytical skills, communication (oral and written), facilitation and management skills;*
- *Extensive knowledge and sound experience in project management, monitoring and evaluation;*
- *Excellent people skills – demonstrated ability to develop and maintain sound working relationships with a wide range of stakeholders;*
- *Experience in mainstreaming gender perspective in strategic plan/work plan development is an advantage; and*
- *Experience working with the ASEAN Secretariat and Australian-funded projects is preferable.*

IX. Bidding

Interested consulting firms are invited to submit a proposal in response to these Terms of Reference. This proposal should be in two parts: **Technical** and **Financial components**.

The Technical component should present the following information:

- A brief discussion indicating the bidder's understanding of the needs of the project;
- A brief analysis of key issues;
- A methodological discussion of how the bidder proposes to address those needs including assessment of key issues, analytical strategies that will underlie the project, specific techniques to be utilised, and practical discussion of possible limitations in carrying out the project;
- A detailed work plan that specifies activities to be undertaken, expected outputs and deliverables, resources to be utilised and timing;
- Staffing and management plan;
- A discussion on how measures to ensure the future sustainability of the outcomes of the project will be addressed;
- CVs of all proposed experts;
- Brief discussion of firm's past experience in undertaking similar work and brief summaries of all projects undertaken.

The Financial component should specify professional fees of experts.

Other costs for experts and participants such as reimbursable expenses for airfare, other travel costs and daily subsistence allowance for workshops, meetings, and all other agreed activities will be discussed with the preferred contractor during the finalisation of the scope of services. Costs will be based on prevailing ASEC rates.

X. Submission of Application

Applicants should send via email tender@aadcp2.org and mail/courier 4 (four) printed copies of their application with a cover letter, materials specified in **Section IX** above and other supporting documents to ASEAN Australia Development Cooperation Program II, ASEAN Secretariat 2nd Floor, Jl. Sisingamangaraja 70A, Jakarta 12110, Indonesia, indicating **“Development of the ASEAN MRA-TP Work Plan 2017-2020”** as the subject **no later than 17 February 2017, 5:00pm (Jakarta Time)**. Please note that only short-listed candidates will be notified.

For Frequently Asked Questions (FAQ), please visit <http://aadcp2.org/aadcp-iitender-frequency-askedquestions/>

Any queries on the TOR should be sent to contact@aadcp2.org with the subject line:” **Query: Development of the ASEAN MRA-TP Work Plan 2017-2020.**

XI. Additional Notes on Terms and Conditions of the Project

1. Any future studies/reports/analysis in any form of intellectual property rights (including but not limited to patents, copyright and any related rights) submitted by the Contractor to ASEAN arising out of or in connection to the services performed by the Consultant to ASEAN shall belong to ASEC under the name of **ASEAN** only;
2. Successful bidder shall agree to be bound and sign the Special Services Agreement (SSA) with all requirements under the terms and conditions provided therein, including but not limited to the AADCP II Guidelines for the Contractors attached to the SSA.
3. As an intergovernmental organisation, ASEAN shall not be responsible for any tax(es), levy, tax claim or any tax liability which may be imposed by any law in relation to any amount payable by the ASEAN Secretariat.